Saida Sustainable Urban Development Strategy Project
Sidon is located on the eastern coast of the Mediterranean sea and it is the capital of the South Governorate region. Saida’s history date back to 6000 years and its name is associated with the Phoenician God of fishing. Population (Metro 266,000 / City 80,000) with a density of 774 people per square km. City area is 7km² with a coastal length of 7km and inland depth of 700-850m.
Urban Sustainable Development Strategy (USUDS) for Saida city is a Euro-Mediterranean project implemented by Saida Municipality in Partnership with HFSHD.

The project is implemented under the "Mediterranean Network for the Promotion of Sustainable Urban Development Strategies and three new UDS" project, funded by the European Neighborhood Policy Instrument — Cross Border Cooperation (ENPI CBC) in Cooperation with Medcities and Area Metropolitana de Barcelona.

USUDS of Saida city is not a project but a process that has been introduced to the city in order to have a holistic development approach in all the development projects and priorities set in the city. This shifted the role of Saida Municipality to be a local authority that played a major role in the development process of the city. Such process has been adopted by Saida Municipality to enhance the transparency and accountability with the community through the effective participative approach used that will be the key to build the ownership of all inhabitants in Saida that will guarantee the sustainability and implementation of the strategy within a generated institutionalized dialogue and shared vision.
Saida Urban Sustainable Development Strategy (USUDS)

- Executive Committee
- Consultant
- Experts Teams
- The technical team
- Working Groups
Saida USUDS Phases (Descriptive/Diagnosis/Framework)

- **Descriptive memory**: The descriptive memory phase is a pre-diagnosis that doesn't include comprehensive analysis but provide a descriptive analysis to identify Critical transversal Issues for development which will subsequently be analyzed in depth in the following phases. This phase is based on available data gathered in preparation for this report, direct knowledge of Saida and additional inquires pursued with Saida residents and local experts.

- **Strategic Diagnosis**: This phase is devoted to the strategic diagnosis of the six transversal issues identified in the descriptive memory phase. A cyclical process of reworking and reformulation of data and of positions as new material is collected or offered. The strategic diagnosis therefor involved great deal of collecting data, consulting with working groups, validating positions and revisiting initial readings. The diagnosis also addresses the concerns raised by the Steering Committee across all the transversal issues; particularly their primary concern with the issue of poverty.
Strategic Framework: The Strategic Framework is largely based on the Strategic Diagnosis of the six transversal issues generated by the Descriptive Memory. The diagnosis of each transversal issue generated a number of specific strategic objectives that resulted from the six tracks of investigation were grouped into clusters under the heading of more general objectives. The shared vision and mission for Saida city are also articulated in this phase with the consensus of the community.

- During this phase assessment missions were conducted by Barcelona and Saida Municipality on the Old City Water Front and Fishermen Port renovation where several technical workshops were conducted in both cities.

- Another Assessment is conducted by AMB and Saida Municipality on the green and open spaces in the city.

- Number of small projects under the umbrella of the USUDS were initiated (Bahr El Eid, Let’s imagine Saida & The Green Railway tracks)
1. **Urban Infrastructure**: Planning / Economics / Environment

2. **Green / Open Space Networks**: Landscape / Ecology / Heritage / Planning

3. **Cultural and Natural Heritage**: Heritage / Landscape / Environment / Socio-economic / Urban planning

4. **Employment in Traditional Industries and Trades**: Heritage/ Socio-economic / Environment

5. **Institutional and Legal Frameworks**: Governance / Urban planning / Environment / Heritage

6. **Local Economic Development**: Planning / Heritage / Economic / Agriculture
Saida USUDS Phases

- Action Plan Phase: The action plan of the strategy is elaborated based on the set strategies that are generated by the strategic framework for the city of Saida, and a report is submitted composed of the twenty seven projects that are aligned with the vision and the mission. The proposed projects are diverse and range from soft to hard and from short term to long term.
  
  During this project a pilot project of poverty alleviation in the old city was planned to be conducted in the last two phases of the project with the craftsmen in the old city of Saida. The project aims to preserve the traditional hand crafts and improve the socioeconomic conditions for the craftsmen and their families through improving their work conditions and branding their products to increase their sales.

- Indicator system: An efficient monitoring system of Saida's development on a local and regional scale where it covers three types of indicators: permanent indicators, city performance indicators, and policy and program indicators.
  
  During this phase, the team of experts derived indicators for the evolution of the city based on national development plans but tailored them to the specificities of Saida.
Recreational activity including meetings with the Group of Experts
Banners and posters were published and social media used to promote the campaign.
CAMPAIGN PROJECT
حملة المشروع
LET S TELL ABOUT SIDON

تتشرف بلدية صيدا بعدمكم بحضوركم عام حول مشروع استراتيجية التنمية الحضرية المستدامة لمدينة صيدا.

تعوّوا نمّاكي عَنْ صيدا

لمشاركة المجتمع المدني حول رؤية المدينة.

المكان: ساحة بلدية صيدا
الزمن: الساعة السادسة من مساء يوم الاثنين الواقع في 18 حزيران 2013
الإذا: 79-107786
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USUDS  |  AMB  |  Área Metropolitana de Barcelona  |  ENPI CBCMED  |  Programa de Cooperación de la Unión Europea  |  مؤسسة الحريري للتنمية البشرية المستدامة
تموا نحكي عن فيديو
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خطوات نحو تنمية
صيدا
79-13659776
صيدا ومحيطها الحيوي توفر للأجيال المتتابعة من سكانها اقتصاد متنوع وبيئة سليمة لكي يعيشوا ويزدهروا مستفيدين من موقعها وتاريخها الغني وثقافتها المتنوعة.

Saida & its vibrant surrounding provide for its consecutive generations diverse economy and healthy environment for them to live and prosper taking advantage of its location, rich history and diverse culture.

Main drivers to achieve the city sustainable development
- Diverse economy
- Green Environment
- Strategic location
- Rich history
- Cultural diversity

الدوافع الأساسية لتحقيق التنمية المستدامة للمدينة
- اقتصاد متنوع
- بيئة خضراء
- الموقع الإستراتيجي
- التاريخ الغني
- التنوع الثقافي
Saida mission مهمة مدينة صيدا

- Improving socioeconomic conditions for residents
- Sustainability of environmental health
- Connecting the city with its surrounding
- Coordination, cooperation and networking
- Lobbying with the national institutions for implementing, amending and/or developing legal frameworks
- Security & Stability
City proposed projects
1. Improving Socioeconomic conditions for residents

- Rezoning & Parcelization of Wastani
- Ring Road Project
- Upgrading of Ain Al-Helweh Camp
- Increasing competitiveness of Saida’s traditional trade and crafts
- Improving sustainability of fishermen livelihoods: valorization, diversification and capacity building
- SME Support Program
- Introduction of Urban Agriculture for poverty alleviation in Greater Saida
- Restoration program for the historical housing in the Old City of Saida
- Rehabilitation and reactivation of Hammams in private ownership in the Old City
- Design and activate the open space of the Land Citadel
- Redesign and reactivate Bahr El Eid as a primary social space in the old city
- Creating economics opportunities for marginalized youth through introduction of urban tourism activities
2. Sustainability of Environmental Health

- Rainwater Harvesting from Rooftops
- Rainwater Harvesting from Streets
- Rehabilitating *Al Qamleh* and *Abou Ghayyath* Streams
- Rehabilitating Sayniq River
- Reviving and protecting *Shat el Qamleh* and *Al Ziri*
- Protect the coastal *Al-Kinayat* as part of the *Mala'b Al Baladi* Amenity Space
- Protect "*Qanaya El Khaskiyeh*" Agricultural Heritage
- Rehabilitate *Khat El Sikkeh* as a Public Green Corridor
- Landscape Management for Existing Municipal Green Areas
3. Connecting the city with its surrounding

- Restoration program for the historical housing in the Old City Of Saida
- Develop an Urban conservation plan for the old city of Saida
- Rehabilitation and reactivation of Hammams in private ownership in the Old City
- Design and activate the open space of the Land Citadel
- Redesign and reactivate Bahr El Eid as a primary social space in the old city
4. Coordination, cooperation and networking
5. Lobbying with the national institutions for implementing, amending and/or developing legal frameworks
6. Security and Stability

- Saida Development Unit and Urban Observatory
- Institutional development of the Lebanese-Palestinian Dialogue Committee
- Saida’s civil society strategic planning for cooperation and common action
- Lobbying for decentralization
- Dialogue Forum
City current projects
Saida projects (USUDS)

- Rezoning & Parcelization of Wastani
- Replacing the garbage mountain by a public garden, in addition to developing others.
- Relocating the tennaries
- Activating the waste treatment and sewage plant thus cleaning the sea shore.
- Constructing a new maritime port and the rehabilitation and reviving the fishermen port.
- Developing saida sea front (Public beach, Zereh, New promenade section & Plantation)
- Upgrading infrastructure and urbanizing the saida market area

**Project Budget:**

The projects budget is around 200 mil dollars
The project is currently in progress where the Garbage mountain is replaced by a 35,000 m² garden and the Waste treatment and sewage plants are active.

Two more gardens are open to public and another is in progress.

New fishermen port and the sea front plans are developed in coordination with Barcelona in close cooperation with Medcities. Implementation awaiting budget allocation by government/donor.

New maritime port first phase is executed, second phase awaiting budget allocation.

The Saida market infrastructure project is concluded.
Saida garbage mountain

Environmental and health risk

The Dumpsite
- Over 40 years in use
- 58m high
- 6 hectares área
- 1.5 million m3 of waste
Build Break Water
بناء حاجز مائي

Close the Dump
إقفال مكب النفايات

Create Public Garden
إنشاء حديقة عامة

Marseille - France, 4th May 2017
- Degasification and sorting of waste
- Testing of samples in the on-site laboratory
- Leachate system to collect dangerous liquids generated by the decomposing garbage
- Gas collection network for extraction and treatment
- Surface leveling to prepare the cells where organic waste will be buried
- Liners of multiple impermeable layers to cover the land and protect soil and sea
- Filling of organic waste in the sanitary landfill cells
- Capping the landfill with isolating membranes

Marseille - France, 4th May 2017
New garden of 35,000 m² was constructed in place of the old garbage dumb site to be expanded to 100,000 m² after 7 years after the total vaporization and release of the gas providing:
- Wonderful scenery to occupy the coastline
- Accessible to visitors for leisure and fun
- Amphitheatre to hold celebratory events
Three other gardens:
- 2 opened for public
- 1 in progress
- 35,000 m² of green space to enjoy
- Wonderful scenery to occupy the coastline
- Accessible to visitors for leisure and fun
- Amphitheatre to hold celebratory events
Maritime life is back after removal of garbage mountain
Operation of sewage pumping plant

Marseille - France, 4th May 2017
Sewage and rain water were combined in the city network going directly to the sea
Protecting the old city from heavy sea storms

Marseille - France, 4th May 2017
Rethinking the Fishermen port
Improving sustainability of fishermen livelihoods: valorization, diversification and capacity building
Rethinking the Seafront:
Reviving the environment and introducing new space for public
Upgrade of infrastructure of Saida market
Upgrade of infrastructure of Saida market
The municipality with the local community and its strong political front is assuming the leading role of these projects under the city strategy developed with the support of Medcities with the assistance of other actors:

- Local NGOs
- UNDP
- CDR and Central government
Several round tables were held in the municipality engaging social, economical, educational and political actors under the strategy framework. Moreover several forums were established developing a win-win situations for the various stakeholders and facilitating the lobbying and implementation of major development projects for the city. (Lebanese-Palestinians forum, the dialouge forum, the Businessmen and the schools network forums)

The municipality along with the city political representatives form a strong coalition to promote the city projects at governemnt leval and CDR.

The elaboration of the strategy has contributed a lot in obtaining funds from international funding agencies and arab funds (Islamic Bank, Sawdi & Kwaiti fund).
Saida projects (USUDS) – Projects promotion & mobilization of stakeholders

- Medcities, AMB and Barcelona municipality has supported the city strategy and the implementation of its action plan. Studies for the Fishermen port and the sea front were prepared and developed by Barcelona Municipality.
- The network has contributed in exchanging expertise and lessons learned.
- Municipal committees engaging community active members and local NGOs were formed to promote city action plan and public ownership.

**Major difficulties:**

- Economy recession and funding.
- Adopt and implement a decentralization law as well as numerous other laws pertaining to the finances and responsibilities of municipalities.
- Develop a framework for true cooperation among the municipalities and between private and public sector.
Saida projects (USUDS) – Changes at Municipal level

- New municipal administrative structure has been adopted by the city in which new engineering positions has been created (Urban, MEP, environmental and agricultural engineers) to ensure proper maintenance and sustainability of the projects.

- Need for new specialized expertise has risen and technical training of municipal labour has increasingly become a need especially in treatment and handling of new systems and urban details.

- The central government has released additional funds to the municipalities to support increasing needs of financing the maintenance and running cost of the new projects implemented (Local Mobile network providers tax returns)

- Municipality has purchased new equipment / machines for $1,000,000 to maintain the new upgraded infrastructure. (More still needed)

- Municipal police and law enforcement agencies require tools and capacity building to enforce respect and promote sense of ownership of public property in newly renovated and reconstructed zones along with local NGOs.
THANK YOU

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I. Introduction

The small town of Old Saida is the historic core of Saida, Lebanon. Lying on the Mediterranean Sea, it is one of the richest historic cities worldwide, with layers of civilizations’ establishments mounting up for 6,000 years now, resulting in the preserved touristic attraction that it is today.

Old Saida is renowned for its living heritage, as locals still populate its markets/souks, squares, and residential clusters. It embodies the city’s collective memory and history and constitutes the major competitive advantage of Saida. All year round, the town attracts moderate numbers of locals, national visitors and foreign tourists through its preserved sites and daily lifestyle, as well as its festive seasons. The Municipality of Saida as well as key local and international stakeholders have given great attention to the restoration, rehabilitation, reactivation and networking of the old city. The slight increase in tourist inflow for the past few years has shown direct and indirect effects in enhancing the living conditions of the local community.

The municipality has engaged in different interventions to enhance tourists’ experiences and to plan touristic seasons in coordination with Hariri Foundation for Sustainable Human Development, along with other local stakeholders and national and international partners; the branding and promotion dimensions are yet to be tackled.

In 2014, the Municipality of Saida, in partnership with Medcities, Hariri Foundation for Sustainable Human Development, Entidad Metropolitana de Servicios Hidraulicos and Tractament de Residus de Barcelona and other Euro-Med cities, set the Urban Sustainable Development Strategy (USUDS) within the project “Mediterranean Network for the Promotion of Sustainable Urban Development Strategies and three new Urban Development Strategies. In response to the application and follow-up of the strategy, the Municipality of Saida expresses its interest in the development of an urban strategy for the sustainability and promotion of tourism in Old Saida based on the framework of the USUDS and revision of interventions related to tourism. Hereby, the municipality welcomes the technical assistance provided by MedCities and funded by the Municipality of Barcelona.

Through the strategy, the municipality wishes to draw comprehensive touristic measures, develop a touristic brand, strategize touristic promotion, and support it through the achievement of targeted projects. The municipality trusts that this will be of added value to Old Saida and the greater city, serving in the revealing of its national and international touristic potential while preserving and improving its living heritage.

Such a strategy is timely amidst the economic crisis Lebanon is going through and the adverse effects of the COVID-19 pandemic. From an economic perspective, heritage is a valuable asset and an income-generating source for the city. Investing in it enriches the tourism industry and creates jobs. The constructed image of the city can give an added value “premium price” to the traditional industries output, on one hand and the promotion of these industries preserves the living heritage on the other.

The branding of the Old City supplements the different efforts put into the city’s restoration and reactivation. With a brand and promotion plan, the city marks the readiness of its touristic infrastructure and its confidence in promoting its touristic potential locally and internationally. The municipality will adopt a participatory approach to contribute to the development and endorsement of the strategy, engaging with all relevant, local stakeholders in the tourism sector.

Aside from the branding and promotion plan, the strategy is expected to present a set of targeted interventions that will contribute to both the touristic state and the living conditions of the local community. Such projects will be in line with the objectives and priorities set forth by the strategy.
II. Touristic Achievements since 2015

The following set of projects have been held by or in coordination with the Municipality of Saida. Stakeholders involved include international governments and non-governmental organizations, public administration departments, private sector entities, and civil society organizations. The municipality continuously coordinates on the touristic projects and activities with Hariri Foundation for Sustainable Human Development and other local stakeholders within a partner network involved in the enhancement projects.

Projects

- Touristic Trails and Touristic Narratives, 2020 in partnership with UN-Habitat
- Training of Local Touristic Companions, 2020 in partnership with UN-Habitat

Seasons & Festivities

- Ramadan in Saida (2019)
- Saida Culture and Tourism Forum (2019)
- Saida International Marathon (2017, 2019)
- Saida Christmas Village (2016)
- Other cultural and touristic conferences and tours in collaboration with national and international stakeholders

Renovation Projects

- Rehabilitation of Bahr El Eid, ongoing, expected to complete 2021
- Rehabilitation of neighborhoods and streets, ongoing
- Infrastructural enhancement (Water Supply, Sanitary, Street Lighting), ongoing
- Rehabilitation of Furn El Saha square and residential block, finished 2020
- Rehabilitation of Sea Citadel, 2019
- Rehabilitation of Bab El Saray Square and café, 2019
- Rehabilitation of El Zireh Island, open 2018
- Rehabilitation of Debbané Palace Museum, 2018
- Finalizing Restoration of Land Citadel, expected to open 2020
- Establishment of Trade Port, Phase one complete 2020
- Establishment of Saida History Museum, Phase I finished 2020
- Restoration and Reopening of Hammam Al Jadid, 2019
- Establishment of the Underwater Park, open 2018
- Establishment of Sheikh Zayed Public Park, open 2017
- Establishment of Mohammed Al Saudi Public Park, open 2016
- Restoration of Kasr Sacy, ongoing, expected to open 2022
- Restoration of Khan El Qishli, ongoing, expected to open 2021
- Restoration of St. Nicholas Greek Catholic Cathedral, expected to open 2021
- Restoration of Latin Church, ongoing
- Rehabilitation and reopening of Emir Fakhreddine Palace, opening to Hariri Medical Center, 2019
- Restoration and upgrading of Aisha Heritage School, opening to Outreach and Leadership Academy, 2015
III. Sample Proposed Projects

Through a recent study presented to the municipality as a support document for the development of a Tourism Action Plan, several areas of interventions have been proposed, some of which are relevant to a city brand.

1. **Saida’s Fishermen Sustainability Project**

   This project aims to support fishermen in Saida and emphasize their touristic role. The proposed idea is to renovate and repaint the 147 fishing boats that function along the coast of the city. After the renovation, the boats can be used for fishing, but may also be used for undertaking boat rides and participating in urban festivities in the city.

2. **Old Town Chandelier Night**

   Chandelier Night serves as an addition to the annual touristic events taking place in Old Saida. The old city is known for its numerous alleys, joined by several squares. These can be lighted up by chandeliers, with local merchants and craftsmen displaying their work, and local restaurants offering their traditional foods.

3. **Grocery Carriages Design and Identity**

   This initiative targets the establishment of a database of carts, owners, merchandise, and locations. Grocery carts, a living tradition in the city, roam the streets and usually stay at certain spots throughout the day. The municipality could allocate places of present cart owners, give each a cart municipal ID that includes cart owner name, cart number, allocation number, items sold etc. The municipality sets rules and regulations for the cart owners regarding garbage and disposals, hygiene, size of cart, and possible costume.

4. **Saida Boardwalk Seafront Extension Towards the South – Saida Draws the Smiles**

   Taking advantage of open spaces in the vicinity of Old Saida, this project aims to extend the play area 1 km towards the south along the seaside. The project involves installing unified sturdy street furniture that would serve as seating area while simultaneously serving as a playing space. Floor paintings of traditional games such as chess will be done by local NGOs and artists. The project includes different components of entertainment and education that can be integrated, like national competitions and festivals, art hubs, and educational and sports tournaments.